

2011 Military Health System Conference

Implementation of a Centralized Patient Transfer Center:

Improving the Care Experience of Patients and their Families

The Quadruple Aim: Working Together, Achieving Success

CDR Sarah Mitemmeyer Shea, NC, USN

January 25, 2011



Naval Medical Center San Diego

Objectives

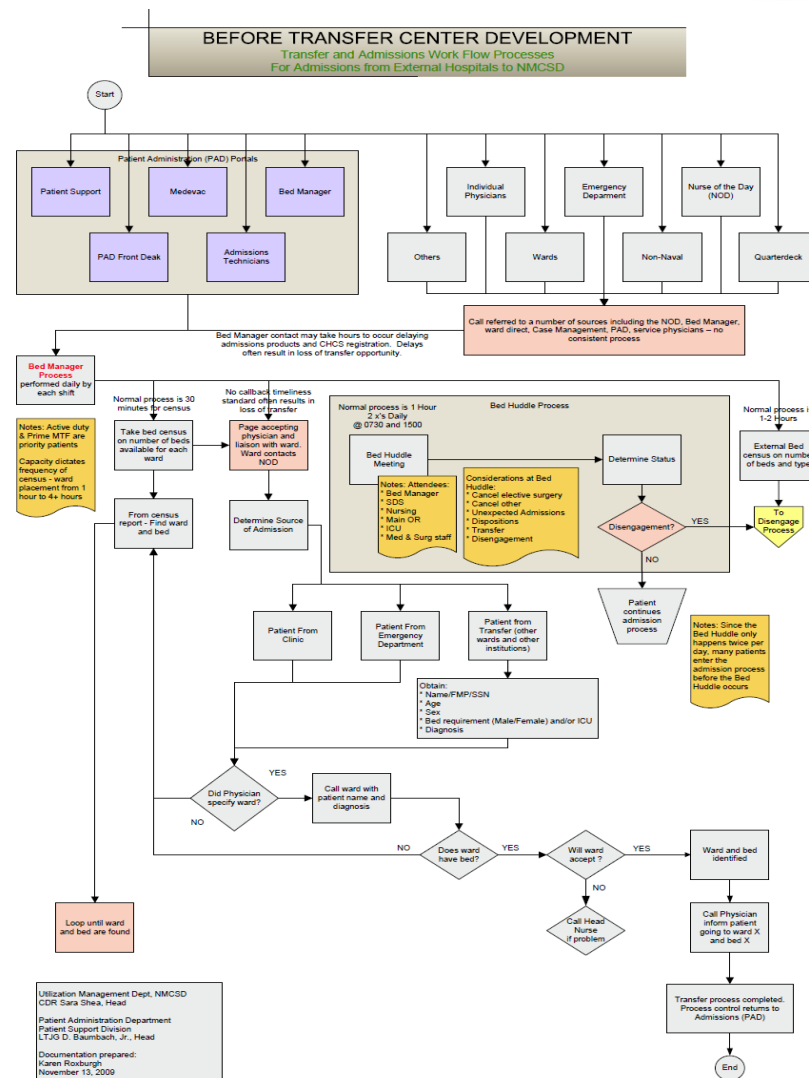


- Identify 2 goals that NMCS D has accomplished with the institution of the Transfer Center
- Identify 2 parallels between our experience and yours that open the potential for change
- Identify 3 areas of the Quadruple Aim that the Transfer Center has addressed

Everyone Has A Past



- The Ugly Truth:
 - Patients receive care in Civilian EDs and are often admitted w/o our visibility
 - Civilian EDs are motivated to clear their beds ASAP
 - Numerous portals of entry
 - Decentralized access
 - Cumbersome process
 - Did nothing to promote



Where We Were

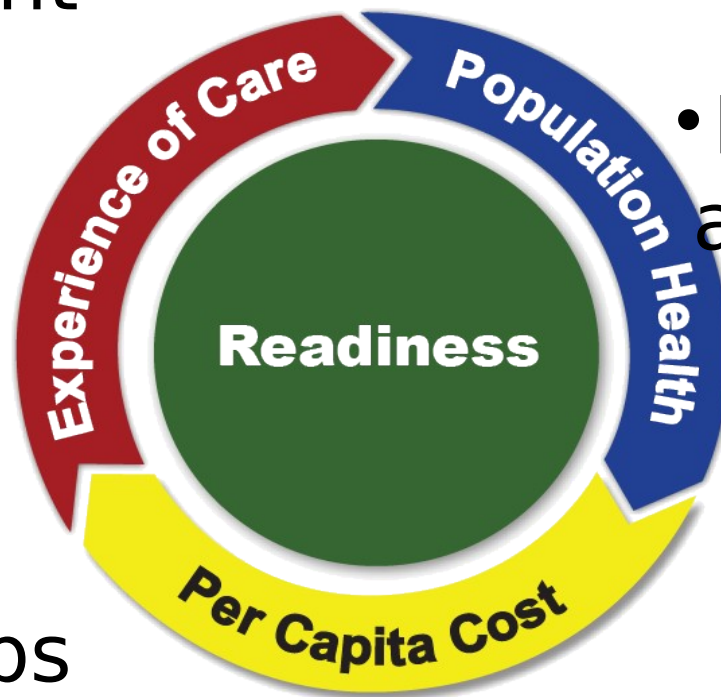


- 210 minute average time to transfer decision
- At least 11 different entry points
- Transfers were mostly dependent upon “who you know” hook-ups
- No official Command policy existed
- Transfer process was chaotic and variable.
- Inability for Admissions to track incoming patients and coordinate bed availability

Where Did We Want To Be



- Centralized and Streamlined
- Continuity of Care
- Rapid decisions and transfers
- Maximize inpatient capacity
- Increase case mix/complexity for GMF
- Positive patient experience
- Take care of our patients
- Develop collegial relationships



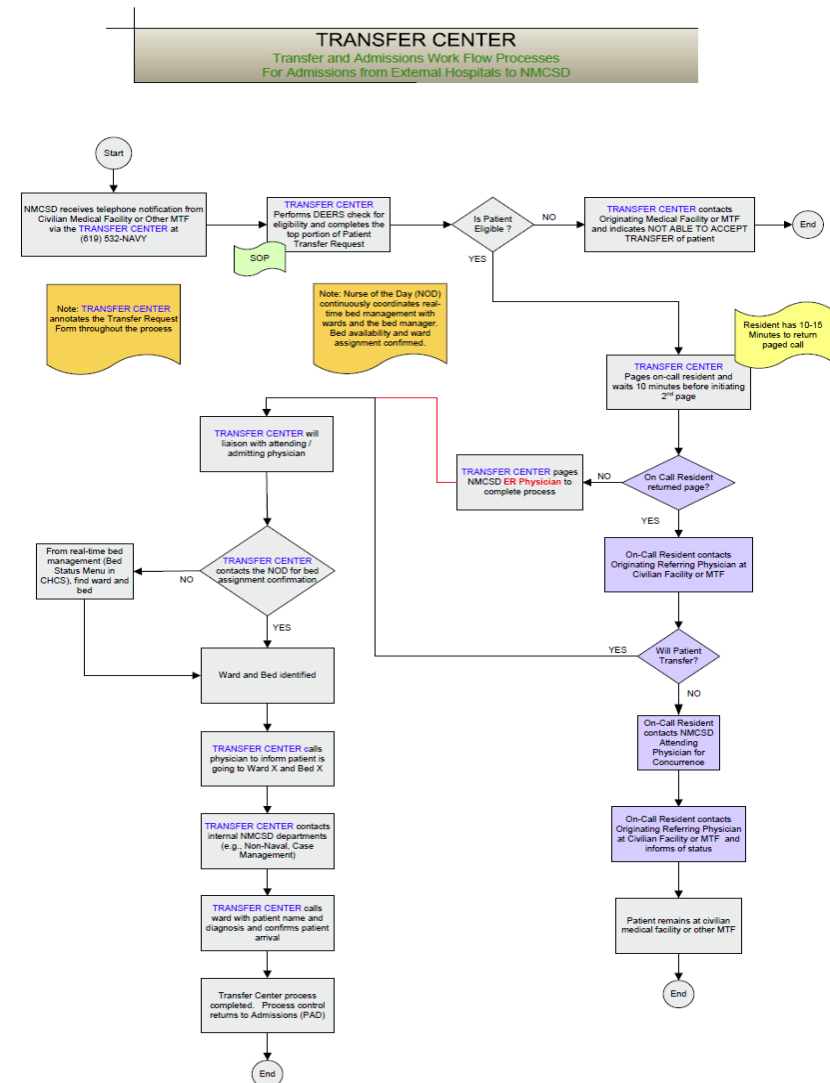
Leaving the Past Behind



Establishing an Exciting Future:

- (619) 532-NAVY
- 24 Hour access to the Transfer Center agent
- Directed a 10 Minute response time for on-call physician to respond
- Facilitation of direct Dr to Dr contact for acceptance

Transfers tracked and



Components of Change



- Key NMCS D players included in planning
 - CDR Love (ED Chair), CAPT Finch (MSMO), CAPT Stang (DNS), CDR Shea (UM), LTjg Baumbach (PAD), RN Julie Bishop (DHB), RN Kathy Yetz (UM/UR), Carmen Hoisseney (PAD)
- Attended a Transfer Center Conference
- Visited Naval Medical Center Portsmouth
- Consulted with our community partners in the private sector

Forging Forward



- Standard Operating Procedures (SOP) and training established
 - Customer service experience for Transfer Center
 - Efficient confirmation of eligibility of care
 - Efficient evaluation by an on-call resident physician for transfer
 - Required 10 minute response time to the Transfer Center by resident-on-call, and facilitation of Dr to Dr contact between NMCSD and referring ED within 20 minutes
- Nurse of the Day consulted throughout

Transfer Center Education



Outside



Now one simple phone call to (619)532-NAVY is all it takes to facilitate a transfer to NMCS D.

Let us take it from here.



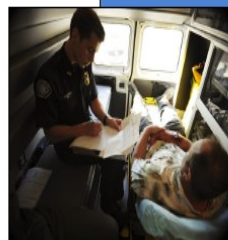
Patient Administration Department

Patient Support Division
Bldg 1, 1st Floor
34800 Bob Wilson Drive
San Diego, CA 92134

Comments or Questions?
Patient Support Division Officer
(619) 532-8383
Patient Relations Department
(619) 532-6418

Naval
Medical
Center
San
Diego

Transfer
Center



(619) 532-NAVY
(619) 532-6289

A Single Portal for
Navigating Transfers

Inside

Naval Medical Center San Diego



Purpose

- Facilitate a centralized, convenient transfer process for referring providers
- One-stop access number always available 24 hours a day, 7 days a week
- Reconnect beneficiaries to their military healthcare and benefits
- Increase NMCS D Graduate Medical Education opportunities
- Customer service is paramount
- Our success will be judged by you!

Process

Beginning January 4, 2010, all transfers into NMCS D will be coordinated through our new Transfer Center, located in Patient Administration Building 1, 1st floor.

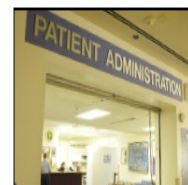
Simply Call (619) 532-NAVY

- A trained Transfer Center technician within minutes will call in order to:

- Determine patient eligibility
- Collect patient information
- Identify bed availability
- Facilitate contact between transferring and accepting providers
- Coordinate the transfer with the Nurse of the Day

- Following the decision to transfer, the Transfer Center technician will:

- Monitor all the necessary processes for the transfer to take place
- Answer any questions regarding the transfer
- Confirm patient arrival and location with the referring provider



Benefits

The NMCS D Transfer Center will offer your team the following benefits:

- Ease
 - One phone number available at all times to facilitate transfer
 - Easily navigate NMCS D services
- Time
 - Quick answers and decisions regarding transfers
- Consistency
 - Consistent outcomes
 - Standardized processes
- Peace of Mind
 - Connects TRICARE beneficiaries back into the military support network



Tracking Success



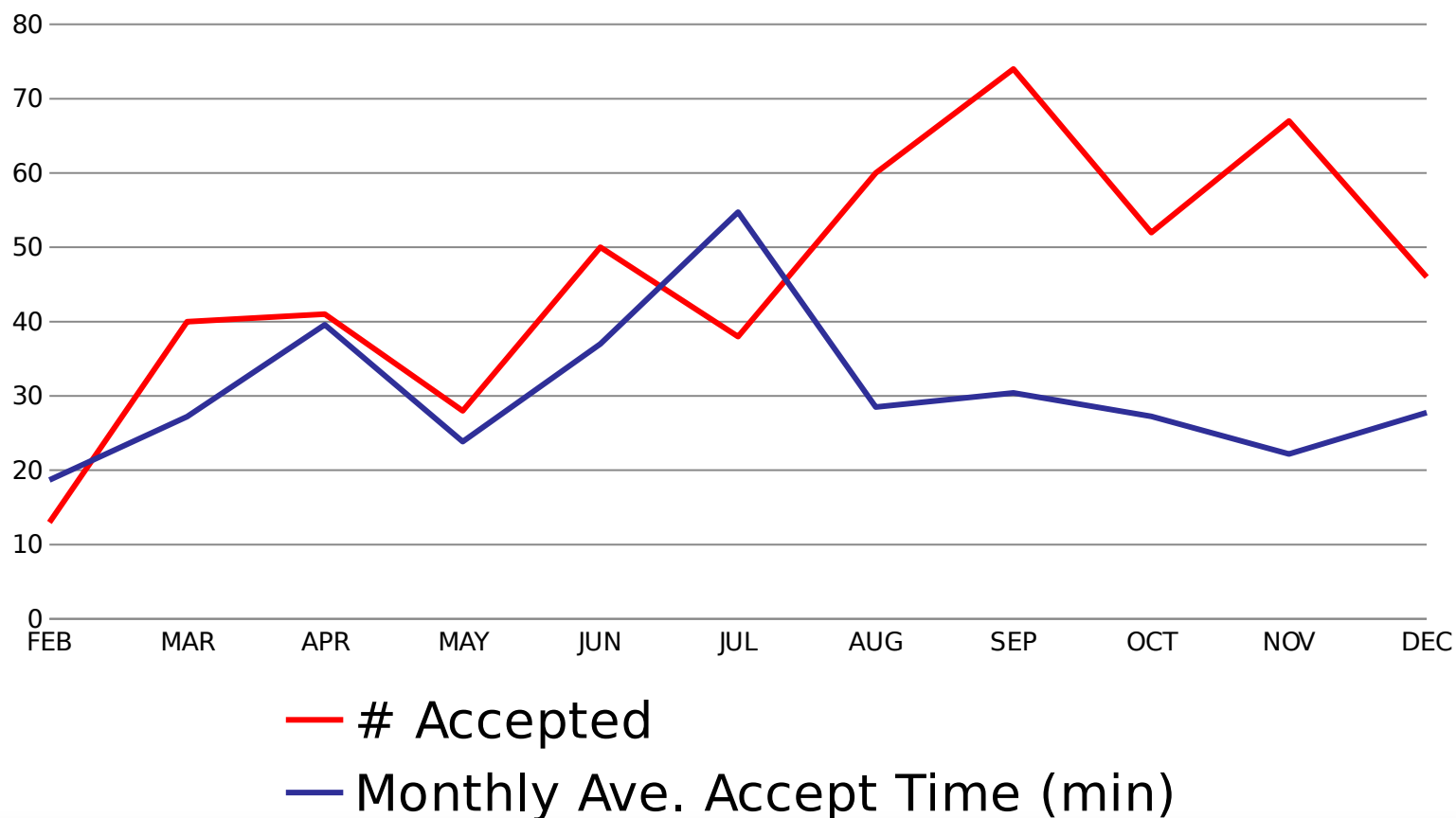
- Directorate of Healthcare Business developed key metrics compiled weekly and reported to NMCS D Executive Steering Council
 - Total calls in-bound
 - # patients accepted for transfer
 - # patients declined transfer by NMCS D and why
 - Directors are required to be able to address reason for declination
 - # of Active Duty or non-Active Duty
 - Average time from initial contact to transfer

Outcomes of Change



- TRICARE beneficiaries/month from civilian EDs
 - Baseline:
 - Patient Admin tracks approximately 8/month
 - 3 week mark:
 - 35 transfers recorded
 - Current:
 - Average # of transfers = 52/month
- Transfer decision time decreased 86%
 - From approximately 4 hours (210 min) to 30 min

NMCSD Transfer Center



Summary



- Recapture of TRICARE beneficiaries promoting maximal MTF utilization and financial responsibility for the DOD Healthcare system
- Fast and efficient process for civilian EDs to transfer patients to NMCS D were met
- Cumbersome process streamlined to a single portal and standardized process
- Better experience for our beneficiaries seen in civilian EDs
 - Bringing our beneficiaries back to a hospital system they know and that knows them

Challenges!



- Our Challenge to you!
 - **Look inward!** With an objective and discerning approach, find the inefficiencies (big and small) in processes at your Command that need improvement
 - **Look outward!** Many enterprises are doing what we do (DoD, VA, Civilian); reach out and learn what methods they use to accomplish similar goals
 - **Think outside the box!** Consider, innovate and ACT on areas in need of help with new ideas that make the outcome better than expected